



Holly Wolcott <holly.wolcott@lacity.org>

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## Happy Holidays

1 message

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**Civitas Advisors** <nfarley@civitasadvisors.com>  
Reply-To: Civitas Advisors <nfarley@civitasadvisors.com>  
To: holly.wolcott@lacity.org

Fri, Dec 22, 2017 at 1:51 PM

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# HAPPY HOLIDAYS

# and HAPPY NEW YEAR TO YOU AND YOURS

## The Civitas Family

John and Carson Lambeth, Marissa Telfer, Nichole Farley, Gina Trechter,  
Tiffany Gallagher, Nathan Hyde, John Bilger, Nicole Paige

Our office will be closed December 22 - January 2, 2018, to allow our team to spend time with family and friends this holiday season. We hope that you will be doing the same.

We look forward to working with you and your destination in 2018!



Civitas is a proud supporter of the Child Abuse Prevention Center, donating \$100 for every district we form. [Click here](#) to learn more about CAPC's work in the prevention of child abuse.



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5/2/2018

City of Los Angeles Mail - Happy Holidays

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[www.civitasadvisors.com](http://www.civitasadvisors.com)  
[www.tourismimprovementdistrict.com](http://www.tourismimprovementdistrict.com)



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Holly Wolcott <holly.wolcott@lacity.org>

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## This Wednesday! Please join Civitas for a Special Webinar: Strategic Funding Strategies!

1 message

Civitas <marketing@civitasadvisors.com>

Mon, Nov 6, 2017 at 9:00 AM

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To: holly.wolcott@lacity.org

Please Join Us  
for a  
Special Webinar!



**Strategic Funding Strategies**

**Wednesday, November 8, 2017**

**11am PST / 2pm EST**



Funding is the lifeblood of every nonprofit organization. No matter the mission, nothing happens without funding. For many executives, that means funding is their focus - all day, every day.

What if it didn't have to be?

What if your team was free to focus on the mission - instead of the money?

A strategic funding plan can give you the freedom to focus. Whatever the mission of your organization, a strategic funding plan can guide the next 5, 10, or even 20 years. The elements of a strategic funding plan are simple, yet incredibly empowering. A strategic funding plan can stabilize your budget, free up valuable staff time, and make the mission matter.

In this webinar, we will guide you through the process of developing a strategic funding plan that will provide your organization with a road map to achieving financial stability. From laying the foundation to exploring various funding options to real world examples, this step-by-step guide is here to fund your future.

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Holly Wolcott &lt;holly.wolcott@lacity.org&gt;

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**Webinar: A Study of Lodging Charges and Revenue Allocation Across the U.S.**

1 message

**Civitas** <marketing@civitasadvisors.com>

Fri, Nov 3, 2017 at 12:28 PM

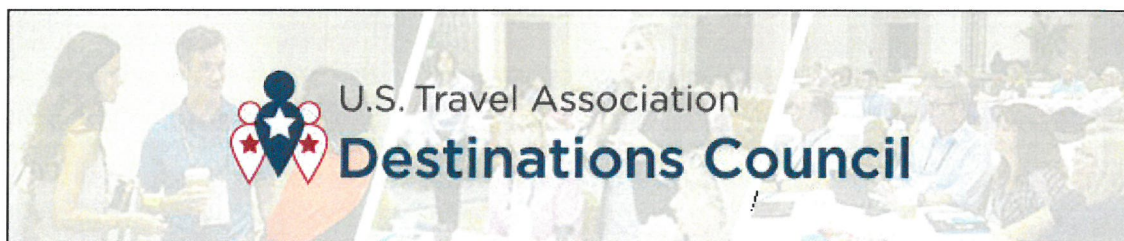
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To: holly.wolcott@lacity.org

Please join Civitas & the  
U.S. Travel Association for  
a Special Webinar!

*As benefit for U.S. Travel's DMO/CVB members, this webinar series brings you unprecedented research findings as a tool for DMOs to advocate for their funding.*

## A Study of Lodging Charges and Revenue Allocation Across the U.S.

**Thursday, November 9****11:00am -12:00pm PDT / 2:00pm -3:00 pm EDT**

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It is difficult to overstate the importance of tourism to the U.S. economy. Tourism employs more than 10 percent of American private sector workers. It accounts for 11 percent of the nation's service exports, and creates vital economic ties and cultural affinities that bridge state and national borders.

In partnership with the U.S. Travel Association's Destinations Council, John Lambeth, president and CEO, Civitas, brings you a detailed webinar revealing



the findings and conclusions of an extensive study conducted on 100 U.S. travel destinations and their lodging charges. This webinar will provide you with credible, useful data about how cities allocate lodging-charge revenue to support and market tourism. This webinar will also:

- Detail how the study provides benchmarks for evaluating appropriations.
- Provide a foundation for future efforts to track tax monies raised and evaluate spending trends.
- Serve as a resource for DMOs to compare their destination to others and track expenditures and rates over time.
- Show how the study can be a resource for DMOs in advocating for greater investment in tourism and understanding their positions compared to other destinations.

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**Register Here for the Webinar!**

*This is the first of two webinars in a release series, intended to explain the reasoning and scope of, "A Study of Lodging Charges and Revenue Allocation Across the U.S."*

*The full study will be released in early 2018. For more information, please email [DestinationsCouncil@ustravel.org](mailto:DestinationsCouncil@ustravel.org).*

*Be sure to save the date for part two, scheduled for Thursday, Dec. 14.*



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## Only three weeks away! Join Civitas for a Special Webinar: Strategic Funding Strategies!

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Civitas <marketing@civitasadvisors.com>

Wed, Oct 18, 2017 at 9:01 AM

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To: holly.wolcott@lacity.org

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**Strategic Funding Strategies**

**Wednesday, November 8, 2017**

**11am PST / 2pm EST**





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## Join Civitas for a Special Webinar: Strategic Funding Strategies!

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**Wednesday, November 8, 2017**

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## Change of Date Notice: Civitas' Strategic Funding Strategies Webinar Rescheduled

1 message

Civitas <marketing@civitasadvisors.com>

Thu, Sep 14, 2017 at 11:45 AM

Reply-To: us10-e8d3e1b4fc-3109001934@conversation01.mailchimpapp.com

To: holly.wolcott@lacity.org

**ALERT:**  
New Date for our  
Special Webinar!

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## **RESCHEDULED:** Webinar: Strategic Funding Strategies

**New Date & Time:**  
November 8, 2017 @ 11am PST / 2pm EST



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Due to an industry event conflicting with our original time and date for Civitas' **Webinar: Strategic Funding Strategies**, we have decided to reschedule the webinar to accommodate our attendees' best interests. The new date and time for this session will be: **November 8, 2017 at 11am PST / 2pm EST**. Those who have registered already will be automatically registered for the new date and time. If you cannot attend the new date and time, do not worry as the recording will be sent to all registrants shortly after the webinar has been conducted. We apologize for the inconvenience and hope everyone can attend the rescheduled date!

If you have not already registered for the webinar, you can do so below!

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[Click here to register!](#)

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Have questions? We're here to help! Contact Civitas here.



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## Coming Soon! Civitas 2017 TID Survey Report Webinar

1 message

Civitas <marketing@civitasadvisors.com>

Mon, Aug 28, 2017 at 10:01 AM

Reply-To: us10-e8d3e1b4fc-1881a5f28b@conversation01.mailchimpapp.com

To: holly.wolcott@lacity.org

Please Join Us  
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Special Webinar!



**2017 National TID Survey Report Webinar**

**Wednesday, August 30, 2017**

**11am PST / 2pm EST**





Please join us for a webinar revealing and interpreting the results of a nationwide study examining Tourism Improvement Districts!

Tourism Improvement Districts (TIDs) have revolutionized destination marketing funding. Since originating in California in 1989, TIDs have spread to 160 destinations across twelve states. By providing stable, dedicated funds for destination marketing, TIDs have forever altered the destination marketing financing landscape. TIDs throughout the United States were surveyed to provide this comprehensive report on the growing phenomenon.

Participants were asked questions relating to the TID formation process, funding levels before and after, challenges, and measurable results. Do not miss this in-depth session on the funding concept that is reshaping the tourism industry.

---

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## Save the Date! Civitas 2017 TID Survey Report Webinar

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Mon, Aug 14, 2017 at 10:00 AM

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## Stay Connected! Check out our 2017 Summer Newsletter: Civitas Connections

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Civitas <marketing@civitasadvisors.com>

Wed, Aug 9, 2017 at 10:02 AM

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## Civitas Connections Summer 2017



### In This Month's Issue:

[Supplementing Traditional Districts with Wine, Beer, and Restaurant Districts](#)

[Out with the Old, in with the New?](#)

[Marina del Rey Voluntary Assessment District](#)



[Are You Submitting Your Annual Report Properly?](#)

[California Public Records Act Updated by Court](#)

[Hiring 101: Part 5 – Thriving on Behavior](#)

[Sacramento Tourism Marketing District Renews](#)

[2017 National TID Survey Report Webinar](#)

[Where to Find Us Next](#)



## Working Together: Supplementing Traditional Districts with Wine, Beer, and Restaurant Districts

You have a property and business improvement district, perhaps even a tourism improvement district. To you, these are old news.

The new news ... is restaurant, wine, and brewery districts. Each of these districts can exist on top of your existing PBID, BID, or TID. And even better, these districts can supplement and build upon your existing activities.

Each of these new districts places an assessment on the pertinent type of business in a particular area. They take 8-12 months to create, depending on the jurisdiction and number of businesses. In place for an initial term of up to five years, they



provide funds for marketing, special events, place making, maintenance, security and other programs designed to improve sales.

The activities funded by a restaurant, winery, or brewery district can be unique, or can be in coordination with existing districts. Many downtown and tourism districts partake in restaurant week activities. A restaurant, brewery, or winery district can also participate, making your next restaurant week the biggest and best ever. In Newport Beach, the restaurant district partners with the tourism district for an amazing restaurant week. Going beyond restaurant week, special event production, in conjunction with multiple districts, can provide the resources needed to promote the event far and wide. In Sacramento, the Sutter Restaurant District celebrates Halloween with the Midtown Property and Business Improvement District.

In addition to marketing and events, specialized districts are partnering with existing property districts to further enhance the business district. From street lights, to maintenance, to extra clean up after events, and even extra security on late nights, districts are partnering up to further their prosperity.

Interested in working in conjunction with your destination's restaurants, breweries, or wineries? Contact us to learn more!



**Out with the Old, in with the New?**  
Modernizing your district's existing structure



Since 1989, California businesses have been able to partner and create improvement districts using the Parking and Business Area Law of 1989. At the time, this law was quite the revolutionary concept - businesses paying an assessment that could only be used to help them - oh my!

A few years later, a new law came around - the Property and Business Improvement District Law of 1994. Initially only available for use by landowners, eventually this law also became available to businesses. This law built on the 1989 Law's foundation, requiring majority support from businesses to be formed, and allowing for a five or ten-year term and a designated nonprofit corporation. A host of new business improvement districts and tourism improvement districts sprung up under this law. Specialized districts, including tourism marketing districts, have flourished under the newer law.

Now, forming a new district under the 1989 Law is practically unheard of. The 1989 Law only allows a one-year term, doesn't require a lot of input from the businesses, and doesn't have a written Management Plan to guide its activities. Oftentimes, the administrative burden for a 1989 Act district falls to the City, rather than a designated nonprofit corporation.

Recognizing these limitations, many 1989 Law districts have been converted to the "new" law in recent years. The benefits of a modernization are vast. Who wouldn't want a funding stream that's guaranteed for five years instead of one? And isn't it nice to have clear, written guidelines to work within – especially when those guidelines have been vetted by and received support from the businesses paying the assessment? Plus, lessening the administrative burden for city or county staff, putting the onus back on the businesses and managing nonprofit is a win-win for all parties (with oversight from the city or county and businesses paying the assessment, of course).

Is your existing 1989 business or tourism improvement district ready for a make-over? Give us a call to learn more.





## District Spotlight: Marina del Rey Voluntary Assessment District

In an unincorporated part of Los Angeles County lies the waterfront town of Marina del Rey. As the largest man-made small craft harbor in North America, Marina del Rey is a coastal playground with beaches and parks, an array of water activities and outdoor adventures, as well as a variety of restaurants. In an effort to market Marina del Rey to visitors near and far, the six hotels in town have entered into a voluntary assessment district to fund their destination marketing.

Working directly with the Marina del Rey Convention and Visitor's Bureau, the Corporation responsible for collecting the funds and administering the programs, each of the hotels agreed to the terms of the district via a signed contract. The term of Marina del Rey's agreement is 5 years, in which the hotels are assessed 1.5% of the gross room rental revenue.

Although not as common as Tourism Improvement Districts formed under the 94 law, voluntary districts can work for some destinations, particularly ones with a smaller number of hotels. In a voluntary district, only those hotels that have signed a contract with the DMO are included; unlike a 1994 Act district which includes all



hotels within the boundaries. Some of the benefits of forming a voluntary district include: potential for a quicker formation process if the hotels can come to a consensus around the district parameters, as the process may not require going through your local jurisdiction for approval; voluntary districts are not subject to the Brown Act (open meetings); and can be less expensive to form as they only require drafting of the legal contracts.

Voluntary districts aren't for everyone, but are a great solution for certain destinations.

**If you are looking to form a tourism district, but face obstacles that a voluntary district could solve, contact us today to obtain more information on which structure is best for you!**



## Best Practices: Are You Submitting Your Annual Report Properly?

Unfortunately, the answer may be no. We often see beautiful, detailed reports on everything our districts accomplished last year. And while those reports are a vital, wonderful tool for communicating with stakeholders, they usually don't meet the requirements of the law.

So, what do you have to put in your annual report? The guidelines herein are the basis required by California law; your district may have additional, specific

requirements. Additional details or requirements on the annual report may be found in your Management District Plan (Plan) or contract with your local jurisdiction.

### **Time Frame**

The annual report should be submitted to the City or County 2-3 months prior to the start of the fiscal year to which it applies. Be sure the applicable fiscal year (the upcoming year) is indicated in the report. All required items in the report should be *forward* looking; it is a prospective planning report, not a reflective report on activities. Past activities can be included in addition, but be sure all required elements are also in your annual report.

### **Required Elements**

There are six elements of an annual report as required by California law. Although the answer to many of the elements is often “no change,” it is important to ensure that they are all addressed in the report.

*Any proposed changes in the boundaries of the district or benefit zones.*

Ideally, this section will describe the boundaries and indicate whether there are any changes proposed. Even if there are no changes, be sure to include a statement that there are no changes.

*The improvements and activities to be provided.*

In other words, what do you plan on doing this year? This can simply be copied from the Management District Plan. Any amendments to the language in the Plan should be minor.

*The estimated cost of the improvements and activities.*

Alternatively stated, the budget for the upcoming year. The Management District Plan should include a budget; be sure that your proposed allocations are within the confines of the Plan. Some Plans allow for a small variance (typically 10-15%) between line items each year; if any variance is proposed, ensure it is compliant with the Plan.

*The assessment rate.*

This item is commonly omitted from annual reports. Even if there is no change to the assessment rate, it must be included in the report.

*Surplus or deficit to be carried over.*

The amount of any assessment funds to be carried over, including the reserve fund.

*Non-Assessment sources of funding.*

This line item has become increasingly important. Property-based districts that have been formed or renewed after 2012 should have in their Plans a “general benefit” amount. It is important to demonstrate non-assessment funding meeting or exceeding that amount. Tourism and business districts do not have a “general



benefit" amount, but if their programs generate benefits to any non-assessed businesses, some non-assessment funds should be reported.

Need assistance with your annual report? We are happy to draft or review your annual report. Contact us here.



## California Public Records Act Updated by Court

The use of personal email accounts and devices by public officials is a hot topic throughout the United States. California has become the epicenter of the debate, with a new California Supreme Court ruling regarding the use of personal emails and text messages.

All California property and business improvement districts, and any business or tourism improvement district formed under the 1994 Law, are subject to the Public Records Act. Most districts formed under the 1989 Law are also subject to the Public Records Act.

The California Public Records Act requires disclosure of most written records, upon receipt of a request from a member of the public. Generally, the requested records must be provided in 10 days, although under certain circumstances a 14-day extension can be implemented.

In a new ruling, the California Supreme Court has determined that district-related



communications sent to private emails, or text messages sent to private cell phones, are considered public records and subject to disclosure upon request.

Because most assessment districts are overseen by a volunteer Board of Directors, the use of private emails and text messages is commonplace. This new Court ruling requires this practice be re-considered, as any messages and emails will have to be disclosed if they are responsive to a request received.

We recommend that every district enact a written policy relating to records, which should be provided to and reviewed with all board members upon their swearing in.

For assistance creating a policy, or to schedule a custom training session, contact our office here.



## Hiring 101: Part 5 – Thriving on Behavior

- Is the candidate a thinker or a doer? Meaning, do they gather a lot of information and take their time in making a decision – or do they make an immediate decision with the information readily available to them?
- Does the candidate gravitate towards structure and organization, or do they prefer a less rigid environment? A candidate who needs a less rigid environment may struggle in an administrative position, while one who finds organization fulfilling will thrive.



- Does the candidate prefer the comfort of routine, or the excitement of change? Consider the duties of the position, and be sure they are a good fit for the candidates natural tendencies.

Putting the right person in the position, based on skills and behavior, pays off in the long run. Behavior profiles will help find a happier, more productive employee. The bottom line is a lower turnover rate and a smoother running business.

You found a candidate you like and they have the right skills to do the job. Now what?

Now, we consider their behavior, and whether their natural tendencies fit the job. Think back. Have you ever hired someone who was technically capable of doing a good job, but still just wasn't a good fit? Perhaps sitting behind a desk all day wasn't their thing. Perhaps they weren't organized enough to be an administrative assistant. Perhaps they weren't outgoing enough to be a successful sales person. These types of behavior determine whether a technically capable candidate will tolerate the job in exchange for a paycheck – or thrive in the job in exchange for fulfillment.

There are numerous behavior assessments in the market. You've probably heard of Myers-Briggs, SkillFinders, and DISC. Here at Civitas, we prefer the DISC profile. These profiles, when analyzed by an industry expert, can provide a wealth of information on a candidate. Some common behaviors we find in the DISC:

Interested in learning more about our hiring services? Contact us [here](#).



**Districts on the Move: Sacramento Tourism  
Marketing District Renews for 10 Years!**

"California begins here." Sacramento is the star on the map of California and is recognized as America's Farm-to-Fork Capital.

The Sacramento Tourism Marketing District (STMD) was renewed for a ten-year term, beginning July 1, 2017. Hoteliers renewed the STMD with overwhelming support from each of the four zones this spring. The STMD was implemented July 1, 2012, replacing the Sacramento Tourism Business Improvement District. The STMD was the third of its kind in California and fourth in the United States when established on December 5, 2000.

The STMD was created to provide additional funding to increase the level of sales and marketing activity by Visit Sacramento as it relates to Sacramento as a tourism, marketing, sports and event destination. Every year, Sacramento continues to "Wow" visitors with its abundance of cultural attractions, Farm-to-Fork cuisine, high energy sporting events, and a history that inspires everyone from entrepreneurs and innovators, to healthcare and government professionals. Venture out in any direction, and you'll see why visitors and residents alike are so proud of saying, "California begins here."

Interested in learning more about the impact a TID could have on your destination? Contact us here!

## Mark Your Calendars!

Join us for this Special Webinar:

### 2017 National TID Survey Report

Please join us for a webinar revealing and interpreting the results of a nationwide study examining Tourism Improvement Districts. TIDs have forever altered the destination marketing financing landscape by providing stable, dedicated funds for DMOs. Do not miss this in-depth webinar on the funding concept that is reshaping the tourism industry.

Wednesday, August 30, 2017 at 11am PST/2pm EST

[Click Here to Register for the Webinar!](#)



## Where to Find Us Next:



2017 National Extension Tourism Conference

Princeton, NJ

August 8 - 10, 2017

[Click here for more information](#)

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Powered by U.S. Travel Association

## Minneapolis

U.S. Travel Educational Seminar for Tourism Organizations

Minneapolis, MN

August 25 - 31, 2017

[Click here for more information](#)

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destination marketing association of the west

DMA West Education Summit & Vendor Showcase

Las Vegas, NV

September 27-29, 2017

[Click here for more information](#)

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Civitas is a proud supporter of the Child Abuse Prevention Center, donating \$100 for every district we form. [Click here](#) to learn more about CAPC's work in the prevention of child abuse.

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5/2/2018

City of Los Angeles Mail - Stay Connected! Check out our 2017 Summer Newsletter: Civitas Connections



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[www.civitasadvisors.com](http://www.civitasadvisors.com)

[www.tourismimprovementdistrict.com](http://www.tourismimprovementdistrict.com)



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Holly Wolcott <holly.wolcott@lacity.org>

## ONLY 4 DAYS LEFT! Make sure to register for our 1st Annual Funding Forum at the 2017 DMAI Convention!

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Civitas <marketing@civitasadvisors.com>

Fri, Jul 7, 2017 at 9:02 AM

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To: holly.wolcott@lacity.org



Join us for the  
1st Annual  
Funding Forum  
at the DMAI Annual Convention  
July 11, 3pm-5pm



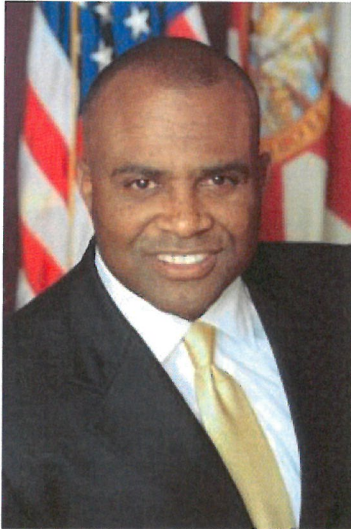
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## Featured Panelists:



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Ms. Gallagher will discuss various district funding

mechanisms, detailing the formation process, funding levels before and after formation, various challenges and measurable results.

---

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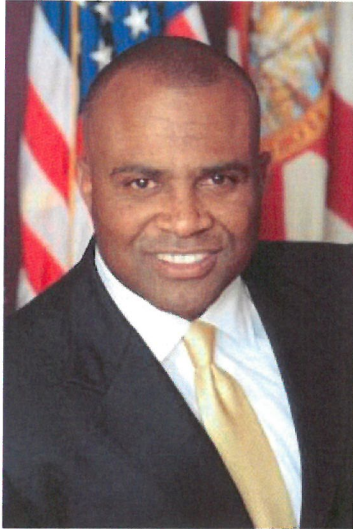
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## Congratulations! Humboldt County Tourism BID Renews for Another 10 Years!

1 message

Civitas <marketing@civitasadvisors.com>

Thu, Jun 29, 2017 at 12:29 PM

Reply-To: us10-e8d3e1b4fc-656066bd03@conversation01.mailchimpapp.com

To: holly.wolcott@lacity.org



## Districts on the Move June 2017

### Humboldt County Tourism Business Improvement District Renews for 10 years!



*Humboldt County, CA*

In 2011 the Humboldt lodging industry saw the need to increase destination marketing funds to expand the Visitors Bureau's efforts. With overwhelming approval

of the hoteliers in Humboldt County as well as the cities of Arcata, Eureka, Ferndale, Fortuna and Trinidad, the Humboldt County Tourism Business Improvement District (HCTBID) was formed for a 5-year term.

Within its initial term, the HCTBID accomplished many noteworthy achievements:

- Raised over \$5 million in new marketing dollars
- Launched an award-winning marketing campaign that continues to gain traction in key markets
- Contributed to unprecedented growth in transient occupancy taxes and increased room rates
- Created many tools and resources for assessed lodging businesses to promote their respective communities
- Supported a variety of events, programs, projects and services all designed to benefit the hotels and improve the visitor experience

Building upon the success of the initial term, the Humboldt lodging industry agreed to renew the HCTBID. The hoteliers took advantage of the longer renewal term allowed by the Property and Business Improvement District Law of 1994, which will commence in July 2017. The district will raise approximately \$1.136 million annually with a 2% assessment on stays. The renewed district will also include a 7<sup>th</sup> jurisdiction in its boundaries – the City of Rio Dell.

The HCTBID plan allows community organizations to apply for up to sixty percent of the assessment revenues generated to fund tourism marketing and visitor service programs in their respective jurisdictions, while thirty percent of the budget will be spent on countywide marketing efforts to promote Humboldt County as a tourist, meeting and event destination.

*"We are thrilled by the strong support of our lodging industry, the County of Humboldt and the cities included in our district. After five years of continued growth, we are ready to consolidate our position as the premier place to experience the California redwoods as well as incredible outdoor recreation, classic small towns, great local food and drink, the arts and so much more. Over the next ten years we will invest even more in our visitor experience so that every Humboldt County trip is exceptional."* – Chris Ambrosini, Humboldt Lodging Alliance Board Chair

Congratulations to the Eureka-Humboldt Visitors Bureau and the Humboldt County hoteliers on your renewal!

**Interested in a forming a district in your city or county? If so, contact us here!**





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**Introducing Civitas' Eastern U.S. Branch Manager, Tiffany Gallagher**

1 message

**Civitas** <marketing@civitasadvisors.com>

Mon, Jun 26, 2017 at 11:00 AM

Reply-To: us10-e8d3e1b4fc-5f9dba01ae@conversation01.mailchimpapp.com

To: holly.wolcott@lacity.org

## NEWS ALERT

### Please Join Us in Welcoming Tiffany Gallagher as Civitas' Eastern U.S. Branch Manager

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Civitas continues to evolve and expand its national identity. As part of our expansion, we are proud to welcome the addition of Eastern U.S. Branch Manager, Tiffany Gallagher.

Ms. Gallagher joins Civitas by way of Syracuse, NY, where she has developed a strong presence in the hospitality and tourism industry. Ms. Gallagher began her career in hotel operations, rising through the hotel departmental leadership chain, ultimately managing large, full-service, conference hotels.



Throughout her career, Ms. Gallagher has shown a strong commitment to the tourism and business communities. She brings an in-depth knowledge of the East Coast market and a proven record of strong leadership and civic involvement. Most recently, Ms. Gallagher served as the President of the Greater Syracuse Hospitality and Tourism Association and currently serves on the New York State Hospitality and Tourism Board of Directors. Relevant experience includes: serving on Strategic Planning Councils, the Board of Directors of Destination Marketing Organizations, and working with Business Improvement Districts, and Tourism Improvement Districts.

Ms. Gallagher's extensive knowledge and experience will be a significant asset to the Civitas team as well as to past, present, and future clients. Ms. Gallagher will be based in Upstate New York, where she will assist and manage clients along the eastern seaboard.

---

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## Join Us Tomorrow! You Do NOT Want to Miss Our 5th Annual TID Forum at the 2017 Cal Travel Summit

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Tuesday, June 27, 9-11:15am

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## Do NOT miss this Opportunity! Register for our 1st Annual Funding Forum at the 2017 DMAI Convention

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Holly Wolcott <holly.wolcott@lacity.org>

## News Alert: Tampa Creates Florida's First Tourism Marketing District

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**Civitas Advisors** <marketing@civitasadvisors.com>

Thu, Apr 20, 2017 at 1:44 PM

Reply-To: us10-e8d3e1b4fc-1acf7b309d@conversation01.mailchimpapp.com

To: holly.wolcott@lacity.org



## Tampa Creates Florida's First Tourism Marketing District

*April 20, 2017*

In a first for Florida and the state's leading industry, the Hillsborough County Hotel Motel Association, working in collaboration with Visit Tampa Bay, the City, and County, has taken a decisive action to create the Downtown / Historic Ybor



## Tourism Marketing District.

The district will raise funds dedicated to tourism marketing and increasing awareness of the Downtown / Historic Ybor area as a destination.

Effective May 1, 2017, the Downtown / Historic Ybor Tourism Marketing District is expected to annually raise approximately \$1,360,000 through a \$1.50 per night assessment on hotel room stays. The funds will be used entirely to market the 13 Downtown / Historic Ybor hotels included in the district. Programs will be under a steering committee of hotel general managers working with Visit Tampa Bay, and designed to augment the award-winning advertising campaigns and land more group business.

"We are delighted to include Florida's first Marketing District in our market. I would like to thank Civitas, Tourism Economics and HCHMA who we worked with closely as a group to ensure that we are setting a solid foundation for our community and other sub-districts around the state. These funds will enable Visit Tampa Bay to spread the frequency and breadth of our out-of-area marketing and incentives, without affecting other funding sources or goals," stated Santiago C. Corrada, President and CEO of Visit Tampa Bay.

Although the concept is new to Florida, tourism marketing districts were conceived in 1989, in West Hollywood, California. With formation of this district, Tampa joins 160 cities across 11 states in providing dedicated, industry-driven funding for tourism promotion efforts. Each year, 160 districts in the United States and 3 abroad collect over \$315 million for tourism promotion. Studies have shown that the marketing dollars spent by these districts have a return on investment for hotels between 4:1 and all the way to 20:1, which results in a return of 40-70:1 for the overall economy as visitor spending increases.

Creation of the Downtown / Historic Ybor Tourism Marketing District marks a turning point for both Tampa and the state of Florida, which are now positioned to capture an even bigger tourism market share.

If you would like to learn more about the Tampa TMD or how to implement a TMD in your destination, contact us [here](#).



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Holly Wolcott <holly.wolcott@lacity.org>

---

## Fwd: FW: Delta Air Lines Request for Refund - CA Los Angeles Tourism

1 message

---

**Miranda Paster** <miranda.paster@lacity.org>

Fri, Apr 14, 2017 at 1:54 PM

To: "Hinkson, Rosemary" <rosemary.hinkson@lacity.org>, Rick Scott <rick.scott@lacity.org>

Cc: "Hoppes, Shannon" <shannon.hoppes@lacity.org>, "Wolcott, Holly" <holly.wolcott@lacity.org>

Hello

Patti MacJennet of LATMD will take care of communication with Delta.

Thanks.

----- Forwarded message -----

From: **MacJennett, Patti** <pmacjennett@latourism.org>

Date: Tue, Apr 11, 2017 at 4:48 PM

Subject: FW: FW: Delta Air Lines Request for Refund - CA Los Angeles Tourism

To: Miranda Paster <miranda.paster@lacity.org>

Cc: Gina T <gtrechter@civitasadvisors.com>, "Burke, Adam" <aburke@latourism.org>

Miranda....

Just revised our meeting time to 10:30-11:00 and have included Adam as well. Have sent you a calendar prompt.

Look forward to speaking with you then.

Patti

**From:** Miranda Paster [mailto:miranda.paster@lacity.org]

**Sent:** Monday, April 10, 2017 10:40 AM

**To:** MacJennett, Patti <pmacjennett@LATourism.org>

**Cc:** Rick Scott <rick.scott@lacity.org>; John A. Lambeth (jlambeth@civitasadvisors.com) <jlambeth@civitasadvisors.com>; Burke, Adam <aburke@latourism.org>; Trechter, Gina <gtrechter@latourism.org>

**Subject:** Re: FW: Delta Air Lines Request for Refund - CA Los Angeles Tourism

Hello.

I am available any time today.

Thanks.

On Fri, Apr 7, 2017 at 8:26 AM, MacJennett, Patti <pmacjennett@latourism.org> wrote:

Good morning Miranda....

I see that you are copied on this letter from Deloitte. I am sure you have a protocol for handling these requests, so I will give you a call to discuss. Is there a convenient time?

Patti

Patti MacJennett

Senior Vice President, Business Affairs

**LOS ANGELES TOURISM & CONVENTION BOARD**

T 213.236.2360

C 213.280.6800

F 213.624.9746



**From:** Eleniewski, Joe (US - Milwaukee) [mailto:joeleniewski@deloitte.com]

**Sent:** Friday, March 31, 2017 1:32 PM

**To:** MacJennett, Patti <pmacjennett@LATourism.org>

**Cc:** Trechter, Gina <gtrechter@latourism.org>; rick.scott@lacity.org; Shayer, Marc (US - Los Angeles) <mshayer@deloitte.com>; gtrechter@civitasadvisors.com; miranda.paster@lacity.org; Cohen, Renise (US - Milwaukee) <recohen@deloitte.com>; Nagode, Doug (US - Atlanta) <dnagode@deloitte.com>; Brad.Wilson@delta.com; Tyson, Elaine J <Elaine.J.Tyson@delta.com>

**Subject:** Delta Air Lines Request for Refund - CA Los Angeles Tourism

Hi Patti,

Last April, we discussed the City of Los Angeles Tourism Marketing District assessment as it relates to airlines. As you are aware, airlines and their flight crews are specifically exempt from this assessment. In the attached documentation, you will see that Delta Air Lines, Inc. paid a significant amount of tourism fees to the Four Points by Sheraton LAX. Therefore, Delta Air Lines, Inc. respectfully requests a refund of tourism fees paid as outlined in the attached claim for refund.

If you have any questions or would like to see any or all of the invoices, we are happy to provide. We look forward to working with you in resolving this matter.

Thanks,

Joe

**Joe Eleniewski**



Tax Manager | Multistate Tax Services

Deloitte Tax LLP

555 E. Wells Street, Suite 1400, Milwaukee, WI 53202

Tel/Direct: (414) 977-2502 | Fax: (877) 819-0577

[joeleniewski@deloitte.com](mailto:joeleniewski@deloitte.com) | [www.deloitte.com](http://www.deloitte.com)

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**\*\*\*\*\*Any tax advice included in this communication may not contain a full description of all relevant facts or a complete analysis of all relevant tax issues or authorities. This communication is solely for the intended recipient's benefit and may not be relied upon by any other person or entity. \*\*\*\*\***

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v.T.1

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Counting my blessings - Sing and be Happy Today!

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Holly Wolcott &lt;holly.wolcott@lacity.org&gt;

---

## Urgent Alert: Supreme Court Issues Decision Regarding Personal Devices

1 message

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**Civitas Advisors** <marketing@civitasadvisors.com>

Thu, Mar 9, 2017 at 4:00 PM

Reply-To: us10-e8d3e1b4fc-c16bcc8060@conversation01.mailchimpapp.com

To: holly.wolcott@lacity.org

**NEWS  
ALERT**

## Urgent Alert: Supreme Court Issues Decision Regarding Personal Devices

*March 9, 2017*

The use of personal email accounts and devices by public officials is a hot topic throughout the United States. California just became the epicenter of the debate, with a new California Supreme Court ruling regarding the use of personal emails and text messages.

All California property and business improvement districts, and any business or tourism improvement district formed under the 1994 Law, are subject to the Public Records Act. Most districts formed under the 1989 Law are also subject to the Public Records Act.

The California Public Records Act requires disclosure of most written records, upon receipt of a request from a member of the public. Generally, the requested records must be provided in 10 days, although under certain circumstances a 14-day extension can be implemented.

In a new ruling, the California Supreme Court has determined that district-



related communications sent to private emails, or text message sent to private cell phones, are considered public records and subject to disclosure upon request.

Because most assessment districts are overseen by a volunteer Board of Directors, the use of private emails and text messages is commonplace. This new Court ruling requires that practice be re-considered, as any messages and emails will have to be disclosed if they are responsive to a request received.

We recommend that every district enact a written policy relating to records, which policy should be provided to and reviewed with all board members upon their swearing in.

We would be happy to assist your organization in creating a policy, or in scheduling a custom training session. Contact us here to learn more.



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Holly Wolcott <holly.wolcott@lacity.org>

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## "Top Mistakes in District Management" Webinar in 1 day!

1 message

**Civitas Advisors** <mtelfer@civitasadvisors.com>  
Reply-To: Civitas Advisors <mtelfer@civitasadvisors.com>  
To: holly.wolcott@lacity.org

Mon, Feb 27, 2017 at 11:00 AM



## Webinar: Top Mistakes in District Management

February 28th at 11am (PST)



Annual reports, Brown Act, and assessment funds, oh my! Is your annual report up to par? Are you making the common mistakes in following the Brown Act? Can assessment funds be used as public funds? Skip the stress this

February 2017

**28**



year and learn about the top mistakes in district management and ways to avoid them.

**11AM PST**

This webinar will include:

**REGISTER**

- Annual Report "How-To"
- Top Three Brown Act Mistakes
- Assessment Funds as Public Funds



Join Melanee Cottrill, Operations Manager, who has several years experience managing the operation of assessment districts, specializing in budget and legal document preparation. She is the Immediate Past President of the Sacramento Valley Paralegal Association and a Distinguished Toastmaster.

*Do you or your team have specific questions that you would like to address in this or a future webinar?* Reply to this email with your questions, and we'll do our best to include as many as we can during the presentation, or in a future webinar.

After registering, you will receive a confirmation email containing information about joining the webinar.

Can't make it to the live webinar? Don't worry! Register and we will email you a copy of the webinar after the live recording.

Any Questions? Contact us here.



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5/2/2018

City of Los Angeles Mail - "Top Mistakes in District Management" Webinar in 1 day!

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Holly Wolcott <holly.wolcott@lacity.org>

## "Top Mistakes in District Management" Webinar in 1 Week!

1 message

**Civitas Advisors** <mtelfer@civitasadvisors.com>  
Reply-To: Civitas Advisors <mtelfer@civitasadvisors.com>  
To: holly.wolcott@lacity.org

Tue, Feb 21, 2017 at 11:03 AM



## Webinar: Top Mistakes in District Management

February 28th at 11am (PST)



Annual reports, Brown Act, and assessment funds, oh my! Is your annual report up to par? Are you making the common mistakes in following the Brown Act? Can assessment funds be used as public funds? Skip the stress this

February 2017

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5/2/2018

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Holly Wolcott <holly.wolcott@lacity.org>

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## LATMD Collections

3 messages

**Candice Arnold** <candice.arnold@lacity.org>

Tue, Feb 7, 2017 at 12:19 PM

To: Holly Wolcott <holly.wolcott@lacity.org>

Cc: Claire Bartels <claire.bartels@lacity.org>, Shannon Hoppes <shannon.hoppes@lacity.org>, Gloria Pinon <gloria.pinon@lacity.org>

Good afternoon Holly,

Patti MacJennett of LA Tourism would like to meet this **Monday, February 14 at 4 pm** to discuss the above-mentioned subject. Would you be available? Patti will already be at City Hall for another meeting.

Please advise.

Thank you,  
Candice

Candice J. Arnold, Executive Administrative Assistant to  
Claire Bartels, Director, Office of Finance / City Treasurer  
City of Los Angeles | Office of Finance | Executive office  
200 N. Spring Street, Room 220  
Los Angeles, CA 90012  
213.978.0243 Direct / 213.978.1774 Main Line  
213.978.1780 Fax  
Website [Finance.lacity.org](http://Finance.lacity.org)

----- Forwarded message -----

From: **Holly Wolcott** <holly.wolcott@lacity.org>

Date: Thu, Feb 2, 2017 at 8:28 AM

Subject: Re: LATMD Collections Inquiry 1-27-17 (004).docx

To: Claire Bartels <claire.bartels@lacity.org>

Cc: Shannon Hoppes <shannon.hoppes@lacity.org>, John Lambeth <jlambeth@civitasadvisors.com>, Miranda Paster <miranda.paster@lacity.org>, "MacJennett, Patti" <pmacjennett@latourism.org>, "Burke, Adam" <aburke@latourism.org>, "Wooden Jr., Ernest" <ewooden@latourism.org>, Javier Cano <Javier.Cano@ritzcarlton.com>, Selwyn Hollins <selwyn.v.hollins@lacity.org>, Candice Arnold <candice.arnold@lacity.org>, "Trechter, Gina" <gtrechter@latourism.org>, Gloria Pinon <gloria.pinon@lacity.org>

Good Morning,

I am happy to join.

Holly

On Feb 1, 2017 5:32 PM, "Claire Bartels" <claire.bartels@lacity.org> wrote:

Patti,

Thank you for reaching out. I welcome hearing from you at any time and certainly appreciate your desire to resolve any outstanding concerns regarding TOT receipts. I would be pleased to schedule time to discuss the matter as soon as possible and have included my assistant, Candice Arnold & Assistant Director, Selwyn Hollins, so that we move quickly to coordinate schedules.

Best,

**Claire Bartels**  
General Manager  
Office of Finance



City of Los Angeles  
(213) 978-1774  
[Finance.lacity.org](http://Finance.lacity.org)

On Wed, Feb 1, 2017 at 1:11 PM, MacJennett, Patti <[pmacjennett@latourism.org](mailto:pmacjennett@latourism.org)> wrote:

Holly and Claire,

Attached is a letter regarding the Los Angeles Tourism and Marketing District (TMD) that has been written on behalf the TMD Board Chairman, Javier Cano. As you will read in the letter, we have been working diligently with the City Clerk staff to find answers to several questions and concern regarding the TMD collections. Miranda Paster and her staff, as well their colleagues in Finance have worked extremely hard to understand and address our concerns, but we all agree it is time to elevate this discussion.

Knowing you both, I look forward to the opportunity to meet with you to brief you on our concerns and seek your guidance as to next steps to resolve our outstanding concerns. I know both of you are familiar with the economic benefits of tourism for L.A., and given the scale of TMD collections and the important role of the TMD, I greatly appreciate your involvement. Look forward to meeting with you.

Patti



Patti MacJennett

Senior Vice President, Business Affairs

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F [213.624.9746](tel:213.624.9746)

CONFIDENTIAL COMMUNICATION

Holly Wolcott <[holly.wolcott@lacity.org](mailto:holly.wolcott@lacity.org)>  
To: Candice Arnold <[candice.arnold@lacity.org](mailto:candice.arnold@lacity.org)>

Tue, Feb 7, 2017 at 12:22 PM

Cc: Claire Bartels <claire.bartels@lacity.org>, Shannon Hoppes <shannon.hoppes@lacity.org>, Gloria Pinon <gloria.pinon@lacity.org>

Hi Candice,

Monday the 13th or Tuesday the 14th?

In either case, I can make myself available. Just let me know which one.

Thanks.

[Quoted text hidden]

--



**Holly L. Wolcott**

Email: [holly.wolcott@lacity.org](mailto:holly.wolcott@lacity.org)

Phone: [213-978-1020](tel:213-978-1020)

**City Clerk**

City of Los Angeles

200 North Spring Street, Rm. 360

Los Angeles, CA 90012



---

**Candice Arnold** <candice.arnold@lacity.org>

Tue, Feb 7, 2017 at 12:28 PM

To: Holly Wolcott <holly.wolcott@lacity.org>

Cc: Claire Bartels <claire.bartels@lacity.org>, Shannon Hoppes <shannon.hoppes@lacity.org>, Gloria Pinon <gloria.pinon@lacity.org>

**Monday, February 13**...my apologies.

Perfect. I will send the appointment in just a few minutes.

Candice

Candice J. Arnold, Executive Administrative Assistant to  
Claire Bartels, Director, Office of Finance / City Treasurer  
City of Los Angeles | Office of Finance | Executive office  
200 N. Spring Street, Room 220  
Los Angeles, CA 90012  
213.978.0243 Direct / 213.978.1774 Main Line  
213.978.1780 Fax  
Website [Finance.lacity.org](http://Finance.lacity.org)

[Quoted text hidden]





Holly Wolcott <holly.wolcott@lacity.org>

---

## New Year, New Us!

1 message

---

**Civitas Advisors** <marketing@civitasadvisors.com>  
Reply-To: Civitas Advisors <marketing@civitasadvisors.com>  
To: holly.wolcott@lacity.org

Tue, Feb 7, 2017 at 11:15 AM



### Letter From Our CEO

Dear clients and partners,

As the districts we work with continue to evolve, so does Civitas. With the new year comes a refreshed Civitas brand and website - which now brings more resources than ever before!

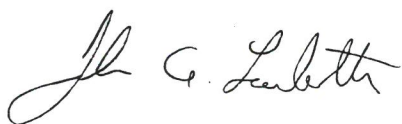
We have reinvigorated the Civitas brand with an updated look and have launched a new innovative website that brings a plethora of new funding resources to your fingertips. Destinations are now able to access new case studies and TID impact reports, which are more comprehensive than ever before. Our property and business district clients now have immediate access to case studies, reports on results, and helpful handouts to provide basic information to your stakeholders. Interested in learning more about other special assessment districts? You can now easily read through case studies on several different district types. We hope you find these studies and reports both informative and inspiring.

You've heard our name, but may not realize just how well it defines what we do. "Civitas" is Latin for "the law that binds citizens together." To fully understand us, simply visualize a group of impassioned individuals circled around a strong and sturdy table to address a common cause. Civitas is that binding circle of trust, energy and purpose, with the golden element in our logo representing the shining leadership of the Civitas brand. Bringing seasoned expertise, professionalism, wisdom and imagination to the table, Civitas listens and leads clients in realizing their goals and attaining ultimate prosperity.

Our refreshed identity renews our commitment to exceeding expectations while simultaneously moving the brand forward.

On behalf of the entire company, I can tell you that we are motivated and inspired by the opportunities that you give us to help you succeed. Thank you for your continued support, and we look forward helping achieve your district's potential in the near future.

Warmest Regards,



**John Lambeth**  
President/CEO

[Explore Our New Website](https://mail.google.com/mail/u/0/?ui=2&ik=f424a56a32&jsver=VWMnsm10n_o.en.&cbl=gmail_fe_180424.06_p4&view=pt&q=civitasadvisors&qs=true&search=que)

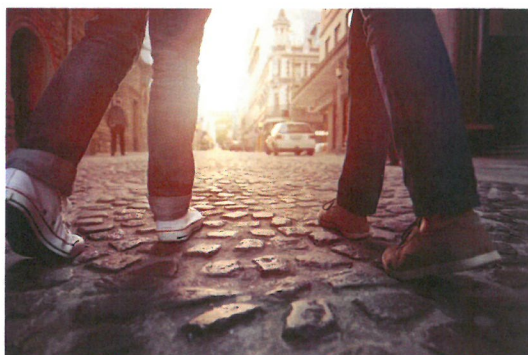




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Holly Wolcott <holly.wolcott@lacity.org>

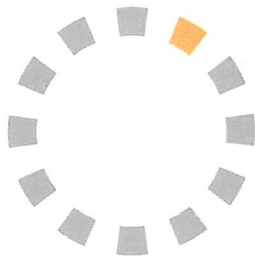
---

## Civitas Connections - Winter 2016

1 message

**Civitas Advisors** <mtelfer@civitasadvisors.com>  
Reply-To: Civitas Advisors <mtelfer@civitasadvisors.com>  
To: holly.wolcott@lacity.org

Mon, Dec 19, 2016 at 11:03 AM



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# Civitas Connections

## Winter 2016

In this month's issue:

[The Tourism Improvement District Revolution](#)

[Renewing a PBID? For Best Results, Start in January.](#)



[Prevailing Wage](#)

[District Spotlight: Gilroy TBID](#)

[Hiring 101 Part 4: "Skills are Hard to Fake"](#)

[Where to Find us Next](#)



## The Tourism Improvement District Revolution

*By Melanee Cottrill, Civitas*

If you've seen us speak at a conference lately, you've heard the news – tourism improvement districts are booming! From humble beginnings in 1989, to a global phenomenon, tourism improvement districts are on the rise. Let's take a look back at where we started, and just how far we've come.

### [Humble Beginnings](#)

The first tourism improvement district was formed in West Hollywood, California in the summer of 1989, and became effective in October of the same year. With a one percent assessment and a mandate to "develop and implement a destination marketing strategy targeting potential hotel guests," West Hollywood set the stage for



a big budget revolution.

### *The Revolution Takes Off*

At first, it was a slow revolution. It wasn't until six years later that two more TIDs were formed. Then, another five year wait for two more – that's eleven years for just four districts. But, in the year 2000 TIDs took off. The next decade saw the creation of 82 districts!

Now, in 2016 there are 157 districts in 11 states across the United States. Most recently, the first districts were created in the states of Tennessee (Memphis) and Kansas (Wichita). In 2014, the concept even grew internationally to Scotland and England, where there are an additional three districts.

### *Today*

Today, TIDs are at the front and center of destination marketing. The 160 districts across the globe raise \$312 million each year for destination marketing. The economic impacts are nearly incalculable. From hotel revenue that fuels job creation, to tax revenue, to the amounts visitors spend at attractions, restaurants and traveling – the impacts are endless. One study found that for every dollar raised by a TID, there is a \$70 return for the economy. Consider that \$70 economic return – and the \$312 million spent by TIDs – and you get a global economic return of \$22 billion. And with a return on investment for hotels ranging from 4:1 all the way to 20:1, that's a return of at least \$1.2 billion just for hotels. Not too bad for a humble little concept from West Hollywood.

If you would like to be a part of the revolution, contact us here to  
learn more!

---



## Renewing a PBID? For Best Results, Start in January

*By Melanee Cottrill, Civitas*

Do you remember how long it took to form your PBID? All the work that goes into a formation, determining boundaries, debating which services are really needed, coming up with a realistic budget, and then getting property owners to buy in can take a year or more.

When it comes time to renew, many PBIDs think it'll be fast and easy. After all, we already know our boundaries, and our budget, and our services, and even our property owners. Piece of cake.

But, any Executive Director whose been through a renewal knows – nothing in life that's worthwhile is ever a piece of cake (except of course for that literal piece of cake on the counter which is absolutely worth the calories) – especially a PBID renewal. There are two frequently occurring delays we experience in PBID renewals.

The delay first is property owners. Yes, you know who the property owners are now. Yes, you know what the services and budget are now. And so do the property owners.

But there is an elephant in the room - a big question that maybe you haven't asked yet. When it comes down to it, when they are looking at the dollar signs and the work the PBID has done, and being asked to sign on the dotted line, will your property owners sign a petition and check yes on their ballot? You don't want to be



surprised at the answer, especially when your budget hangs in the balance.

The second delay is the local government. With recent court cases complicating legal requirements, local government staff are taking more time to review documents.

To avoid a budget-busting surprise, give yourself plenty of time on your renewal process. Although the deadline to complete a renewal is in July, we recommend starting the process at least 18 months prior, in January of the preceding year. An early start gives more time to build consensus, to get feedback, to design a renewal that will be supported. If your PBID expires in 2018, now is the time to start thinking about getting started.

And for our readers who are still well in-between renewals, January is the time to consider a benefit audit. Reach out to your property owners, conduct surveys and hold meetings, to get their feedback on services. Now is the time to hear them, to update your programs, and to set the foundation for a strong renewal.

If you would like to learn more about the importance of early renewal, contact us [here](#).



## California Prevailing Wage and Assessment Districts

*By Melanee Cottrill, Civitas*

Here at Civitas, we are lucky to frequently hear from our clients in between projects. One of our favorite new frequently asked questions is “Do I have to follow prevailing wage?”

As of January 2015, the short and simple answer is ... maybe. For a property and business improvement district providing ongoing maintenance or capital improvements, the short answer is probably. For a tourism improvement district, the answer is probably not – unless the district is funding capital improvements like wayfinding signage.

Prevailing wage must be paid for “public works projects” which include “work done for ... improvement districts” and that is “paid for in whole or in part out of public funds” – including the assessment funds used by PBIDs or TIDs.

There are three small exemptions to prevailing wage for public works projects:

- Projects that cost less than \$1,000
- Construction projects that cost less than \$25,000
- Demolition, repair, or maintenance that costs less than \$15,000

Some cities have local requirements in addition to prevailing wage. Others, particularly charter cities, may not be directly subject to the state prevailing wage laws but have likely adopted similar provisions. Every nonprofit managing assessment district funds should have a contract in place with the city – we recommend taking a look at your contract for further details on your particular local requirements.

For further information on prevailing wage, visit the Department of Industrial Relations ([http://www.dir.ca.gov/OPRL/faq\\_prevailingwage.html](http://www.dir.ca.gov/OPRL/faq_prevailingwage.html)) or give us a call.

*The information provided in this article is for informational purposes only and not for the purpose of providing legal advice. You should contact your attorney to obtain advice with respect to any particular issue or problem. Use of and access to this article or any of the links contained within this email does not create an attorney-client relationship between Civitas and the user.*

**For further information on prevailing wage, click here to visit the Department of Industrial Relations web page or feel free to contact us.**





## **Gilroy Tourism Business Improvement District: 2018-2027**

*By Gina Trechter, Civitas*

Building upon the success of their five-year initial term, Gilroy hoteliers have successfully renewed their Tourism Business Improvement District (TBID)! With a unanimous vote by City Council, the district was approved for a 10 year term beginning January 2018.

The Gilroy TBID will generate approximately \$365,000 in its initial year of operation, with 80% of the budget dedicated to sales and marketing efforts. The renewal plan includes the option to increase the assessment rate, from the initial two percent all the way to five percent. If the assessment rate increase is enacted, the budget could increase to nearly \$1 million annually.

"With the recent ten year renewal of the Gilroy Tourism Business Improvement District, Gilroy is positioned to expand the sales and marketing programs that will promote our destination as a desirable place for overnight visits to visitors domestically and internationally," said Jane Howard, Executive Director of the Gilroy Welcome Center, the organization responsible for administering the TBID program.

Congratulations to the Gilroy Welcome Center, the City and the hoteliers who helped in the renewal of this TBID.

**If you would like to learn about the impact a TID can have on your**





## Hiring 101: Part 4 – Skills Are Hard to Fake

*By Melanee Cottrill, Civitas*

In our last issue, we wrote about ways to overcome confirmation bias during the interview process. In case you missed it, here's a link to [our last newsletter](#).

Once upon a time, a company wanted to hire someone with a natural talent for writing and proofreading. Recognizing that those skills are easy to fake on a resume, the company decided to give candidates a test. The test consisted of several writing and proofreading exercises.

The winning applicant? The only one who not only aced the test, but also pointed out the (unintentional) errors in the test instructions.

The moral of the story: skills testing will weed out the candidates who shine in the interview, but can't back it up. After all the time you've put into finding candidates and interviewing them, a skills test will help ensure you hire someone who can do the job – not just someone who can do the interview.

The value of a skills test is unparalleled. "The best predictor of how someone will perform in a job is a work sample test." Remember that an interview only explains 14



percent of job performance. Now, consider that a skills test explains 29%. We are more likely to hire the right person by testing them and skipping the interview than the other way around, yet so often the other way around is the only way.

When preparing a skills test, consider what the most important function of the job is. We had a client who, in hiring for an executive director, was originally focused on administrative skills. Making sure the books were correct, taking minutes, organizing the office. But upon deeply considering the position, they decided it was actually vital that the candidate be able to grow the organization through relationship building and vision. The resulting skills test was a mock business plan prepared and presented to the Board of Directors by the top candidates. And like our proofreading friend, the winning candidate clearly outshined the competition.

One note of caution: a skills test is a real-world work sample, but is not doing actual work without being paid.

Contact us to learn more about Civitas' hiring services.

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## Where to Find Us Next:



2017 Annual California Main St Conference

February 22-24th

Monterey, CA

[Click here for more information](#)



2017 West Coast Urban Forum

March 14-16th

Long Beach, CA

[Click here for more information](#)



## Destination Capitol Hill

March 28-29th

Washington, DC

[Click here for more information](#)

If you would like to schedule an appointment with us at any of these upcoming events please contact us here.



Civitas is a proud supporter of the Child Abuse Prevention Center, donating \$100 for every district we form. [Click here](#) to learn more about CAPC's work in the prevention of child abuse.

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Contact us!



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Thu, Feb 2, 2017 at 8:28 AM

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Good Morning,

I am happy to join.

Holly

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